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Methods in the Organization and Development of a Youth Center in a Small City, Sponsored by a Charitable Organization

Submitted by

Donald E. Belcher

(B.S. in Ed., Boston University, 1943)

In Partial Fulfillment of Requirements for

the Degree of Master of Education

1949

School of Education
Oct. 28, 1949
31709

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INTRODUCTION

Since 1940, there has been an increase of 8% in the population of the Commonwealth of Pennsylvania, largely concentrated in urban areas.[1] There is still a considerable lack of adequate housing, especially in the highly industrialized areas where building of family dwelling units is far behind the demand. There has also been a steady decline in the number of hours of labor of the industrial workers, with, as a result, more leisure time available to more people than ever before, but the possibilities for the wise use of this leisure time have diminished. For example, in Norristown, Pennsylvania, Barbadoes Island, on the Schuykill River, a former picnic and recreation area, easily accessible, offering swimming and boating as principal summer attractions, is now the site of a 1,500,000 watt electrical generating plant. Boating, swimming in the river, even fishing from the banks, are greatly curtailed, also, because of pollution from the accumulation of years of the practice of dumping industrial waste and sewage directly into the river from cities and towns all along its banks. The State and Federal Governments are combining now in a plan to eliminate sewage and waste dumping into the river and

[1] A Pennsylvania Recreation Manual. Published by the Commonwealth of Pennsylvania Department of Commerce State Planning Board, Harrisburg, 1949.

in clearing sledge from the river bottom, an ambitious program requiring millions of dollars and years of time, but, even so, the island can not be returned to its former use. The need for more public recreation facilities and enlarged public recreation programs is becoming more and more urgent. Only:

> Four hundred Pennsylvania cities, boroughs, and townships are today operating some type of recreational program. More than 2,000 of our communities have not yet accepted responsibility for guiding their young people and their older citizens toward the healthful use of that leisure-time which is made possible by modern conditions of life.[1]

Realizing this need in Norristown,[2] Pennsylvania, Mr. D. S. Emmert, District Manager of the Metropolitan Life Insurance Company, interested Mr. Frederick B. Smillie, then District Attorney for Montgomery County, and others in considering the problem and canvassing the possibilities. It was found that the Salvation Army was already interested in developing a Youth Recreation Movement, with the expressed policy of working with juveniles without racial or religious discrimination, restricting colored membership only to the best interests of all. An arrangement was agreed upon whereby assistance would be given by the Philadelphia District Headquarters of the Salvation Army in including a Youth Center as part of its civic function in Norristown. Financing, policy and staff arrangements were to be left in the hands of the local Salvation Army unit. Mr. Smillie, as chairman of the local Salvation Army Ad-

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[1] Ibid.
[2] Population 38,181, 1940 Census.

visory Board whose responsibility lay chiefly in raising the money through financial drives for the Salvation Army budget, was agreeable and Mr. Emmert was appointed chairman of the Recreation Committee, with Mr. Parke Ulrich, physical education instructor at the Rittenhouse Junior High School, Mr. Withrow Law, member of a local Real Estate and Insurance firm, Mrs. George W. Watt, wife of a manufacturer of woolen materials and prominent in social and welfare work, and Mrs. Larson, secretary of the Advisory Board and active socially in the Borough, to act with him. These people working with the Philadelphia Headquarters and Major Joseph Heddle, the local Salvation Army Corps leader, arranged for the use of the basement at 533 Swede Street, Norristown, the Corps Headquarters. Some renovations were necessary since the building had only recently been purchased by the organization, and tables, chairs, desks, and some games equipment were bought.

It was found that, since the Salvation Army did not have properly qualified and trained Recreation workers within its membership, leadership must be obtained outside the ranks. Inquiries were instituted and agencies contacted in an attempt to secure a properly trained director.

Since it was felt that an immediate start should be made at the proposed Norristown Youth Center in order that publicity could be developed to assist in the forthcoming financial drive, a young Salvation Army lay worker of immense enthusiasm but little training was put in temporary charge. The

doors were thrown open on May 1, 1947, and all equipment was made available to whoever cared to come in. Since it was a new venture, many were curious; since there was no organization nor regular program, the results were not wholly satisfactory to anyone.

On July 17, 1947, Major Joseph Heddle who had been active in helping organize the preliminaries of this new venture retired, and Brigadier John S. Bishop, who had been in charge of the Corps at Bethlehem, was transferred to take his place.

Also during July 1947, the writer was contacted through the National Recreation Association and after a brief inspection of the situation officially assumed the position of Executive Director, to organize and develop the program.

On August 18, 1947, when the writer took over responsibility, it was found that much of the small table games equipment had been lost or broken, athletic equipment needed extensive repair and there was considerable personal feeling developing between the negro and white children who had been using the place, as well as feeling developed by the actions and conduct, especially noise, of the children generally by occupants of the neighborhood since the Center was in an area partly business and partly residential but wholly congested. Because this was a new undertaking there was no record of previous experience; there were no policies worked out to govern the local situation, or even a budget which might be used as a

guide. Those participating were wholly unorganized and equipment and facilities needed to be planned for and developed.

All these needs have been met, although, in many cases, it has meant working through needless opposition and antagonism engendered in those early months and carried on later through ignorance of desired results or general lack of understanding of this new stepchild.

Since the new Officer-in-Charge of the local Salvation Army unit disclaimed all knowledge of Recreation techniques and practice, the Advisory Board refrained from formulating policies or assuming any responsibility, and the Philadelphia Headquarters, outside of supplying, "The Objectives of the Salvation Army Youth Community Program," left details to local administration, it became the opportunity and challenge of the writer as Executive Director to organize and develop the projected Youth Center somewhat singlehanded.

In the belief that his personal experiences in this situation would serve to emphasize problems likely to be encountered and give point to methods used they are herein presented in some detail.

STATEMENT OF PURPOSE

It is the purpose of this study to discuss the methods used in the organization and development of the Norristown Youth Center, sponsored by the Salvation Army.

CHAPTER I

METHODS

Preliminary Survey and General Analysis

As a preliminary survey the following steps were taken in order that the situation might be attacked as intelligently and as soon as possible.

As the only full time employed staff member of the Youth Center there was much that was necessary in the orientation of the Director, since he was among people whose customs and thought patterns were different from his own, and employed by an organization about whose history, routine of procedure and expressed policy there was much to learn. A booklet was made available containing a general history of the Salvation Army and from this an impression of what could not be done was obtained.

An interview was arranged with Brigadier Bishop, the Officer-in-Charge of the local Salvation Army Corps, and his wife who acted in the capacity of office manager. They had been transferred from Bethlehem, Pennsylvania, only a month before, on the retirement of Major Heddle, and so were not acquainted with the local situation, and had had little previous experience in Recreation. General objectives as set down by Philadelphia Headquarters were readily available but there was

little that could be used as a guide in adjusting to the local situation. No suggestions were forthcoming from the Bishops except that program could not continue as it existed. No budget figures were available. Up to ten dollars could be spent without the necessity of obtaining permission, but for anything beyond that a written request would have to be submitted and acted on by either Brigadier Bishop or Philadelphia Headquarters, depending on the amount.

Interviews were also arranged with the various ranking officers at the Philadelphia Headquarters concerning policy, budget and program. Generally answers to questions raised were: that this was a new program; that the Director was on his own; budget would be adequate to meet necessary expenditure; the program would be governed by the general Salvation Army policy which required Bible Study and forbade dancing in any form but was otherwise quite liberal.

The Director was taken by Mr. Henderson, Recreation Supervisor of the Salvation Army, on a tour of the only other Center then in operation, but, since the situation was totally different, not much was accomplished.

The chairman of the Recreation Committee of the local Salvation Army Advisory Board was away on a month's vacation, and so was not available.

The incumbent who was being relieved left immediately and also was not available for conferences. There was a scarcity of records of any kind.

A general analysis showed outstanding problems in the existing situation.

No attempt had been made, from May 1 when the Center had been opened until the writer took over the responsibility, to organize the Center or develop a consecutive program.

Staff members were not trained in handling children or in the specialty for which they had been hired.

There was no means of identifying those who claimed to be members. No records had been kept.

Equipment was scanty and in poor condition.

Racial feeling was developing between the colored and white children. Because of the location, with a negro section directly in the rear of the building, there was, as a matter of course, a high percentage of negro children attending. It was found that with the increased negro attendance there was a corresponding decrease in the attendance of white children, either through their own person or parental objection. Since the original purpose was to work with white underprivileged children this was a problem of major importance.

Antagonism was developing between the older Salvation Army Corps members and the Youth Center. This antagonism has never been overcome since these "Old Guard" members have never accepted the Youth Center as a rightful part of their organization. The original idea of developing a special recreation program for youth came from the upper ranks of the Salvation Army leadership and was passed down as a mandate. The Youth

Center remains as a non-integrated part of the organization, which still must prove itself to the rank and file, while accepted by the community at large.

Policies and Objectives

Policy[1]

It shall be the general Policy that the expressed objectives or aims of the Salvation Army Youth Community Program be carried to the limits of the capacity of the employed officials in an attempt to develop a well rounded program using every facility available for the benefit of the total membership.

Policy development.--It shall be the policy of the Norristown, Pennsylvania, Youth Center, sponsored by the Salvation Army:

1. To recognize that all higher policy made and as handed down by the proper Salvation Army officials shall take precedence over hitherto accepted policy when it is in variance;
2. Local policy may be suggested as needed by interested members or instructors and considered by the Director of the Center. If these suggestions are of sufficient importance and merit they are to be transmitted for action to the Officer-in-Charge of the sponsoring Salvation Army unit and to the Ad-

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[1] Developed by the Director.

visory Board at their next regular meeting for official action;

3. Policy once in force shall not be changed until after due notice is given to all responsible officials and a reasonable time allowance made for adjustment.

Membership policy.--Membership in the Norristown, Pennsylvania, Youth Center, sponsored by the Salvation Army, shall be open to any child above the age of six provided:

1. The official application blank is properly made out in full;
2. The member's application shall be considered for acceptance by the Director who must keep in mind that the best interests of all accepted members must be considered first, and that the Salvation Army is particularly interested in attracting white, Protestant, or unchurched children;
3. The required membership fee is paid as requested;
4. There shall not be at any time more than 10% o the total membership negro[1] children nor more than 50% Catholic[2] children;
5. Sex shall not be a factor for discrimination;
6. Membership privileges may be rescinded at any time

[1]Figure set by Philadelphia Headquarters as representing the approximate racial proportion of colored and white in Norristown.

[2]Standard Salvation Army policy.

by the Director for cause; i.e., gross improper conduct, refusal to cooperate with officials of the Center or the Salvation Army, or any act that would bring adverse criticism on the Center or the Salvation Army.

Policies Pertaining to Craft Work[1]

It shall be the policy of the Norristown Youth Center to offer a definite, outlined in advance, progressive and challenging in scope program of Craft Work, understanding that this program will not suit everyone, that the primary objective is the developing of useful skills and techniques, as well as useful objects. To this end, the purely recreational and social activities will be subordinated to learning skills and the development of projects.

It would seem more desirable to work toward the perfection of detail and skill rather than numbers of crude objects.

Since participants in the program will ultimately receive as their own the results of their work, it is considered only fair that, as far as possible, they should share the initial cost, especially where that cost is considerable, but that, wherever possible, projects of worthwhile value but low in intrinsic cost should be chosen, especially where the development of skills is the primary object. It also seems indicated that a record of completed work be kept so that, at some future time,

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[1]Developed by the Director.

the projects might be offered in competition for judgment of perfection of construction and the type of skill involved.

It is further recognized that, since the same project will not necessarily be equally acceptable to boys and girls, or among different age groups, the program must be as flexible and inclusive as possible. It must be interesting, challenging and progressive.

It is expected that the program will be roughly divided into four three-month intervals beginning with the September membership renewal date, each period to be subdivided and programed month by month with conferences with the Director, as needed, at program intervals, and as new projects are developed, concerning numbers of people interested and probable costs, enough time in advance, too, so that adequate publicity can be released.

It is the function of the instructor to develop latent interests and, by encouragement, example and instruction in skill techniques, enable the member to accomplish the completion of his project. It is the function of the instructor to teach, to help work out problems of difficulty, but not to do any more than is necessary of the actual work itself. It follows, that projects beyond the abilities of the student should not be allowed, to prevent dissatisfaction in not being able to complete his own project, and to prevent developing laziness attitudes in "letting the instructor do the work."

It shall further be the function of the instructor to

supervise all activities of members within the group area and responsibility in case of accident or damage must be definitely fixed, or borne by the instructor.

Requests for supplies not anticipated in advance should be made to the Director, and adjustments in program made to allow sufficient time for their procurement.

The following is an attempt to list some of the available crafts, some phases of which will have some interest value for everyone. It is hoped that developing interest will advance beyond the superficial aspects of the projects.

Advanced projects.--These require special equipment and instruction, to be attempted where member shares the expense involved:

Photography - lighting, picture composition, developing and printing,

Plastic Craft - elementary and advanced,

Leathercraft - belts, keytainers, pocketbooks, moccasins,

Metal Craft - metal tapping, soldering, plating,

Ceramics - fired and unfired pottery, glazing, etc.

Magic - development of stunts and equipment,

Cooking - preparation of food, including nutrition,

Other projects where most or all equipment and material is furnished.

Handiwork	Sewing
Whittling	Doll clothes
Wood or chip carving	Personal clothes
Soap modeling	Embroidery

Weaving and braiding
  String knotting
  Finger weaving
  Rug hooking
Doll making
Puppets and puppetry
Spaghetti noodle novelties
Shadowgraphs

Etching

Glass
Metal

Drawing - Art

Free hand drawing
Crayon "
Charcoal "
Pastel "
Finger painting
Spatter "
Coloring
Design

Batik Work

Party Decoration

Paper flowers
Favors
Place cards

Crocheting
Knitting
Aprons
Stuffed toys
Tied and dyed fabrics
Articles from old felt hats, purses, bags, belts, etc.

Home Decoration

Furniture arrangement
Article decoration
  Paint, decals
Samplers

Block Printing

Book plates
Cards
Stenciling

Paper Folding and Cutting

Strip confetti
Papier Mache

Story Telling

Making up stories
Reproducing stories
Dramatics

The Objectives of the Salvation Army Youth Community Program[1]

1. Recreation objective

   a. To provide opportunities for learning basic skills in games and sports, arts and crafts.

   b. To present a program of worthwhile activities with necessary carry-over interests for all ages.

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[1]Provided by Philadelphia Headquarters.

c. To provide adequate opportunities for creative self-expression.

2. Social objective

a. To present a challenge to a higher level of living through activities such as Home Economics, Nutrition, Sewing, Cooking, and Home Nursing Classes.

b. To lead the individual to be community conscious, to realize his social responsibilities and to be sincerely co-operative in group, club or community enterprises.

c. To organize activities that will interest parents and adults of the community.

d. To provide follow-up on disciplinary and referral cases by Home Visitation.

3. Educational objective

a. To present a program of activities designed to aid in the selection of a vocation.

b. To provide opportunities for acquisition of knowledge and skills through a well-balanced program of worthwhile activities.

4. Spiritual objective

a. To emphasize through all the activities the primary purpose of leading the individual into a deeper spiritual life.

b. To provide ample opportunities for instruction, guidance and study in order that those who have made a definite decision may be encouraged to grow in Grace.

c. To provide a channel through which the unchurched individual or family may be influenced to participate in the spiritual activities of the Corps.

Equipment

Physical Set-Up of the Norristown Community Youth Center

The Norristown Community Youth Center is located in the basement of the Salvation Army Unit Headquarters building at 533 Swede Street, Norristown, Pennsylvania. The entrance is situated 75 ft. down an alley 10 ft. wide connecting Swede Street with a traffic alley in the rear of the building. Each end of the entrance alley has a high ornamental iron fence with a gate. These gates are kept locked except when the Youth Center is actually in use.

On the left, inside the entrance to the building, is the equipment storage cage, 10'x4'x8', with the lower half enclosed by plywood and the upper half by mesh wire for ventilation and visibility. Directly in front of the entrance is a desk with the membership check-off lists. Behind the desk is a corridor leading to the boiler room; along this corridor on the left are three large closets for miscellaneous supplies storage. Just before reaching the boiler room there is a right angle corridor leading to the boys and the girls lavatories and shower rooms.

Immediately at the right, at the entrance, is the

game room, 35'x50', containing five 3'x3' maple tables, two ping pong tables, fifty metal folding chairs, a piano and stool, the Director's desk and chair, metal filing cabinet and metal supply cabinet with lock, two large and two small storage closets for current cupplies. A pay telephone is installed on one wall as also is a large bulletin board. The room is lighted by three 150-watt electric ceiling lights, unshaded.

On the left, just beyond the entrance to the control cage, are stairs leading down to a small 10' x 15' area where there is a 5' x 10' x 2' mat; this room is used for boxing, tumbling, and practicing wrestling holds. Directly in front of the stairway is the entrance to the woodshop, 10' x 12', with a tool closet in the right corner, work benches on three sides with eight bench vises installed; also on the benches are installed motor rip saw, grinder wheel, sander, jig saw, lathe and drill press each with an individual motor. There is florescent lighting but no provision for ventilation; since it is below ground level costs for installing ventilation were investigated and found to be prohibitive.

In the right wall of the tumbling-wrestling room is the entrance to the gym, 32' x 34'; this was formerly two handball courts but the mid-wall was removed to make a larger space available. The ceiling is 18' high; lighting is by eleven 150-watt bulbs shielded. There are eight cellar type windows at the top of the right wall for ventilation. There is a 5' wide observation gallery at the entrance level along the side

of the gym, with coat racks at the far end.

Handicraft classes are held in the Recreation room during the afternoon period. The small tables are placed end to end for class work, the instructor circulating to give help as needed. This is not too satisfactory a set-up as it is too accessible and liable to distraction from gym activity.

Plastic classes are held in the woodshop where the sander, the saws, drill press and buffing heads are available. The size of the room definitely handicaps class size; lack of ventilation is also a factor.

Basic List of Equipment

A basic list of equipment used for the Norristown Youth Center Program follows.

Table games.--There are 34 different small table games available for use of two or more members at a time in the Recreation Room. Of these, the more popular are:

Checkers, chess, Chinese checkers
Pick up sticks
Miniature bowling alley
Mechanical baseball and basketball games
Old maids, animal rummy
Bingo, Lotto
Suction darts
Box hockey, ring toss, rubber horseshoes
Ping pong balls and paddles

Construction blocks.--Various collections of construction blocks and construction kits have been popular.

Jig-saw puzzles.--Although a variety of jig-saw puzzles is available the more complicated ones are rarely called

for.

Wax crayons and coloring books.--These are popular with the younger members, especially after a program of strenuous games.

Magazines.--There are 12 current magazines available including:

Life
Boys' Life
Popular Mechanics
Popular Science
Calling All Girls
Teen Agers
Five of the more acceptable, "Funny Books"
News Week

Organized sports equipment, indoors:

Basketball
Volleyball
Badminton
Deck tennis
Boxing
Mats for wrestling and tumbling

Organized sports equipment, outdoors:

Baseball and softball equipment
Archery
Croquet
Horseshoes
Fishing rod and reel
Boat, with oars
Two army tents, 9' x 9'
Tarpaulin, 16' x 20'
Lister bag
Axe, rope, pail, etc.

Rules and Standards

At the start a staff meeting was called in an attempt to combine constructive ideas concerning a consecutive program in regard either to the Center as a whole or the individuals'

own specialties. While nothing helpful was achieved in either respect, rules concerning the behavior of members within the building were discussed and agreed upon. These were later posted conspicuously. They were extremely simple.

1. Observe the Golden Rule.
2. Refrain from unnecessary loud noises.
3. Running and wrestling in the game room is forbidden; a place is provided for those activities.
4. A member must accept direction from the instructors.
5. Membership identification discs are to be carried and shown for admittance and to obtain equipment.

Basic principles that have been followed.--The following excerpts taken from an address by Donald C. Stone[1] in 1944 at the Southern Regional Training Program in Public Administration at the University of Alabama, have been accepted as sound by the writer and have been used as personal guidance in action and thought throughout the period of the Organization and Development of the Norristown Youth Center:

> The Executive must rely on his staff for the achievement of his objectives. Consequently, unless the executive's objectives are wholeheartedly accepted by his organization the chances that they will be achieved are problematical.
>
> On the other hand, if the executive is entirely unsophisticated in the ways of institutional behavior and does not consciously and continuously take steps to offset the divisive elements in his environment, he will find himself dominated by rather than dominating his organization.
>
> By persuasion, by indoctrination, by leadership - in other words, by influence - an executive may be able to accomplish what he cannot otherwise accomplish by decree. If the executive is skillful and knows how to establish his

[1] Assistant Director, in charge of Administrative Management, Bureau of the Budget, Executive Office of the President.

position, he can be the decisive element in determining the character of the organization and he can exercise his authority with telling effect when the occasion demands it; he cannot run against the tide of organization opinion, he may buffet his way by sheer force on occasion or on specific issues, but if he does it too often he may pay for his gains by failure to carry his organization with him over the long run.

His aim will be to use his own time and talents on the activities and issues that will contribute the most to the organization's forward movement and to develop a supporting team to the point of optimum production.

His success in reaching these aims will be, in important measure, determined by his success in developing a body of commonly shared ideas. This is a prerequisite if his staff are to have guide posts against which to judge their general direction and their specific actions and if he is to have some assurance of reliable performance. Furthermore, cultivation of such an atmosphere is essential if the members of the organization are to have a sense of participation in an enterprise bigger than themselves and secure the satisfaction necessary to good staff work.

Normally an executive will find it necessary to work with what he inherits and to develop a plan of action that can be followed without too much disruptive pulling and hauling. This may mean focusing his developmental efforts on future rather than on current activities, so that the daily work of the organization can move ahead with a minimum of uncertainty and interruption.

No executive, or head of department, should do work or make decisions that properly are the responsibility of subordinate officials. Not only does this disrupt and confuse these subordinates but it prevents the executive from properly doing his job.

The executive job is one of dealing with people, of judging, adjusting to, and working around personalities both inside and outside the organization. This is the core of the business of getting people to apply their energies in harmony with each other and getting things done.

The executive should use the major portion of his time and talents in being the catalyst who assimilates and draws together the ideas of others, resolves lines of action, gets agreements nailed down, sees that action gets taken. He must develop and rely on his staff for the carry through on the specific elements of his program, and must carefully restrain himself if tempted to dip into technical work, although he must have sufficient understanding of the basic issues involved in the program to be able to judge whether the necessary steps have been taken to arrive at a proper conclusion.

It is the executive's job to cultivate relationships

with the heads of other agencies, institutions, and the public, so that his staff will have a favorable climate within which to function. In this way he can increase his awareness of the ways in which programs and ideas must be carried out if they are to be accepted. His success will be affected in part by whether he confines his contacts to those that come to him or whether he consciously seeks to direct the character of these relationships.

General staff meetings, if well planned and confined to subjects that are of common interest and concern bring about fuller recognition by each individual of his relationship to the larger whole, and the executive can use them to bring about a common perspective, and to help him in knitting the organization together. There is no point or merit in bringing diverse officials together to consider matters that can be settled in the line of command.

Failure to credit staff with a certain amount of common sense and ingenuity will not generate mutual understanding and more likely than not will lead to complete indifference.

There should be available a file of well thought out statements issued by the executive outlining specific objectives, schedules of operating requirements, and definitions of responsibility. These written communications serve in getting to the entire organization the basic outlines of policies and objectives and are particularly useful for the orientation and instruction of new members of the organization.

It is essential that general staff activities be coordinated with each other.

Essential Number One in organization is that the executive must know what is going on in the organization. If he organizes for the purpose he can keep track of the trend of affairs - weak spots and strong spots, emerging problems and bottlenecks, opportunities for progress. If he does not he is likely to be at a loss in attempting to pursue a balanced program.

Statistics

It has been a policy throughout the tenure of the writer that records be made of each completed activity and its high lights. These records are on file and available at the discretion of the Director.

Records of each individual have been made and special

activities noted.

Correspondence has been recorded and filed.

Attendance and participation records are available.

Budget estimates and actual costs are on file.

It is the belief of the writer that adequate records must be available for all activities in every case in which the Center is a participant for reference in compilation of reports, as statistics for frequent surveys, and as guidance in developing proposed program. With these statistics available, tables can be developed which will show weaknesses and strong points enabling frequent evaluation as to the effectiveness of the program and its continuing development.

Staff

The problem of prime importance is that of obtaining the proper staff. It is felt that just having some adult around is not enough, that proper supervision should include a definitely planned, progressive, organized program that will not only interest and occupy the children while they are in attendance at the Center but will also develop useful skills and desirable attitudes, attempting to combat juvenile delinquency through more than just the "Keep the kids off the streets" idea. For such a program trained leadership is indicated but it is difficult to secure because the pay rate is fixed and in a range that is not attractive to professional workers, and the Center is open only sixteen hours per week.

Sources for obtaining staff.--The best source for obtaining staff seems to be the placement offices of local colleges. Most college students have some time available afternoons and evenings. Usually physical education major students are anxious to gain first hand experience in their field. However, comparatively few people are training with the expectation of working in the elementary or Junior High field, which comprises 75 per cent of the work of the Center. This necessitates in-service training and adjustment in thinking to meet these levels, and just when these people become most effective they graduate, or change semesters, or have conflicting classes, and the whole process is repeated. Other sources for securing staff have been:

Pennsylvania State Employment Service
Philadelphia Headquarters
Newspaper advertising
Personal contacts

In general, college students, retired school teachers, and young married women have been the most successful staff members, with Major Keiffer, a retired Salvation Army officer, who has taught Bible Study and served as liaison man between the Salvation Army proper and the Center, making house visits, working with the unchurched, and helping to interpret Salvation Army rules and viewpoints.

Requirements for successful staff members.--For the utmost effectiveness it is important that the members of the staff possess particular qualifications to a marked degree:

1. Personality, adaptability and willingness to accept constructive suggestions and to cooperate with other individuals and other program details;
2. Grounding in the fundamentals of their specialties;
3. The ability to command the liking and respect or children;
4. Interest in children;
5. The ability to get along well with others;
6. Dependability.

Curriculum or Program Activities

The Curriculum or Program of a Recreation Center is much different from that of a school. In a school, teachers are sought who must have had certain certificated training, who are presumed to be capable in certain required specialties. In Recreation, an attempt is made to get the best qualified person available and then build the program around his special training or abilities, always, of course, within reasonable limits, and with the possibility that in-service training may build up weaknesses.

Besides being influenced by the abilities or limitations of the staff available, the program is affected by the size and state of the budget, the policies of the sponsoring organization which, in this instance, require Bible Study and

forbid dancing in any form, and is shaped by the desires of the individual members.

Each member, as he or she joins the Youth Center, is interviewed by the Director. Since his church affiliation, if any, is of particular interest to the Salvation Army which is desirous of contacting the unchurched, that information is turned over to the liaison officer. The member's games interest or reason for joining is then checked and filed. Periodically these check sheets have been surveyed to see whether the program is meeting the expressed wishes of the membership. Many times, however, it has been found that the expressed wish of the new member has become changed as he has become exposed to the existing program. However, the program has been changed as needed to meet demands of members.

It has been the attempt throughout to treat each member as an individual, to allow him a free choice in what he wanted to do, subject to budget and safety rules; for example, no one under ten years of age is allowed in the wood shop or permitted the use of power tools. There are a number of members who attend regularly who can not be coaxed to do anything except wander around and watch what others are doing; conversely, there are some who want to do everything without ever completing anything. This has been frowned upon. It is felt that if any person starts a project he should expect to complete it; otherwise he is only wasting the materials and the instructor's time. Progress in any project is dependent wholly on the in-

itiative, skill and perseverance of the individual.

Year Divided into Four Periods

Fall period.--The new year at the Youth Center starts with the school year and the first three months, or fall period, is one of acquiring staff, organizing class work, and getting activities started. It is a very informal period when enthusiasm developed during the summer and pent up to a degree in the formal school program is allowed expression. New activities are presented for trial. Fundamental and foundation teachings in Athletics and Craftwork are started. Memberships are renewed and new ones taken. A big Hallowe'en Party is held during the last week in October with cider and doughnuts, games and movies. The period ends with the slow down during Thanksgiving week.

Winter period.--The second period beginning in December, interrupted by the Christmas and New Year holidays, is one of development of all phases of the program, especially the highly organized sports. Boys and girls basketball games are scheduled at home and away. This is the period of heaviest attendance and participation.

Spring period.--The third period is a gradual slowing down process in all departments, clearing up championship contests, and exhibiting the results of the second period's activities.

Summer period.--The fourth or final period is that of

completing the indoor program, making ready and moving outdoors for the Camp Program which is entirely different from the indoor program. In this outdoor Summer Day Camp program, everything possible is done to present the most acceptable phases of camping on a day-to-day basis.

Indoor Program

In craftwork, there have been offered: various types of weaving, from scarves to pot holders to rugs; basketry; knitting, sewing and crocheting; freehand and charcoal drawing; various types of paper work; crayon coloring for small children; metal tapping; leather and gimp work; work with plastics in making simple ornaments, small dishes, candle and picture holders. Work with wood has varied from the making of bird houses to the constructing of a real seaworthy boat for camp use, as well as included all manner of toys and lawn ornaments.

There is no set curriculum or one which advances from year to year simply because there is no assurance of ever having more than two people at any one level of achievement at any one time. Progress is according to the best theory of education. Everyone is accepted as an individual and his progress is dependent wholly, regardless of the field, on his individual capacity, whether in craftwork, or basketball, or any other subject.

The best coaches obtainable within the budgetary means have been made available to both boys and girls. Last

year the Junior Boys Baseball Team won their division of a twenty-six team League; the Senior Boys Basketball Team won the Philadelphia Youth Center 1949 Championship in which eight Centers competed. The craftworkers won prizes with their exhibits at a recent Philadelphia Hobby and Craft Show. The girls played organized basketball and softball; they did not bring in any championships, but not because they didn't try.

An attempt is made to make available games and sports of the less highly organized type and try to see that everyone has his or her chance in activities of their own choice, at their own level of achievement.

Since the attendance and participation figures have been high, the Director has endeavored to have a sufficient amount of tools and equipment available. Since, also, these tools and equipment receive the maximum use, it has been a policy to obtain the best quality. This has proven to be a wise policy, through satisfactions in its use and in the safety record. Disregarding a few turned ankles and bloody noses, which must be expected whenever a group of people are actively engaged over a period of time, the only casualty has been a chipped tooth caused when two fellows went after a basketball and one fellow's head came up under the other fellow's jaw.

Outdoor Program

As it was deemed advisable to offer an outdoor program during the summer, it was finally settled that a Day Camp

should be run, a camp in order that the underprivileged children of the membership might be exposed to the out-of-doors away from the city streets and traffic congestion, and a Day Camp to relieve the Center of the expense of housing and feeding the children within a reasonably short distance of their own homes. This idea, introduced by the writer, was apparently a new venture in the vicinity.

The problem of location was not easily solved, After several possibilities were found to be inadvisable for one reason or another, a request was made and granted to use one small portion of the less frequented parts of the Borough, or Elmwood Park. This was found to be a particularly fortunate choice, because water from an approved spring was available at no great distance, as also was an adequate public toilet. There was, too, a stream of considerable size, but this water was found by test to be polluted beyond the possibility of safe bathing. It had originally been intended that a swimming program for both colored and white children would be part of the camp program since the colored are excluded from public bathing pools and there is no provision for them otherwise.

Two 7'x9' Army tents, a Lister bag, and a large tarpaulin what could be erected as a tent fly without sides or ends to cover an area 16' x 20' were purchased from Army Surplus stores. Ridge and upright support poles were dressed out in the woodshop and two boxes, 2' x 4' x 2' inside measurement, made to hold and transport equipment since nothing could be

safely left overnight on the site.[1] A fireplace was erected of cement and bricks salvaged from a nearby dump. Several bales of straw were procured as archery backstops; use of Park tables and benches was allowed, and preparations seemed complete.

The daily Summer Day Camp program started with the Director's arrival in camp at 9:30 A.M., bringing the camp boxes containing equipment to the camp site, checking tarpaulin fly for loose ropes or repitching, as the occasion demanded, setting up tables and equipment and embarking on the particular program for the day, which it was tried to vary as much as possible. Included were: hikes, trips to points of interest, usually two trips a week to a swimming pool (of necessity, for white children only), fishing, boating, bird identification walks, tree identification -- there were fifty-six native and exotic tree species within the park area -- flower identification, berry picking, with the camp games of treasure hunts, scavenger hunts, archery contests, as well as: horseshoes, croquet, volleyball and softball. There were weinie and marshmallow roasts, cookouts and, once each week, an overnight camp-out, using the camp's Army tents, alternating one week for boys, the next for girls, as well as a continuing and extensive craft program, and a one-hour Bible period once a week.

Camp closed on every day, except when camp-outs were

[1] Although a police car included the area in its route, the camp site being in a public park suffered somewhat from vandalism.

scheduled, at 4:30 P.M., allowing one half hour to put equipment away in the boxes ready for storage, and to police the grounds. The instructors were brought to camp and taken home each day by the Director who had the use of a box type light truck, with a Willys engine, used by the Salvation Army as a mobile Canteen, for the automotive equipment. The children arrived, rain or shine, some on foot, some by bicycle, and some were brought by parents. Each one who came for the whole day brought his own lunch; milk was furnished free. Camp continued for a period of six weeks, closing with Parents' Day when exhibitions took place, awards were given, refreshments served, and, as the result of a contest, the camp formally named Stony Creek Day Camp.

In addition to the camp program the Center also sponsored a junior Boys' Hardball Team (age 12-14), coached by an older Center member, playing in the Park League of 26 teams. This team was fortunate in winning its division championship.

Throughout the entire Youth Center program it has been the endeavor of the Director to stay close to his interpretation of good educational procedure, relying on his background of experience in physical education and teaching, supplemented by courses taken at the University of Pennsylvania and extensive reading.

Membership[1]

Records

At the start of the writer's tenure, in an attempt to

[1]Membership, Attendance and Participation figures in Appendix.

meet the situation in regard to membership records, the following steps were taken:

1. All membership applications that had been previously accepted were accumulated from drawers and cabinets after a thorough search of the premises;

2. These were separated into two divisions: one for colored, one for white children;

3. These piles were further divided into boy and girl files, and still further by approximate age groupings, simplified by arbitrary class distinctions set by Philadelphia Headquarters. There was considerable difficulty here because of carelessness in completing the forms.

4. The complete file for each class distinction was then alphabetized and made ready so that identification was quickly possible. As each person who had an application on file appeared and was identified, his or her application was placed on permanent file.

5. Identification discs were procured from a local fiber manufacturing company at approximately eight cents each and issued to properly identified members. These tags were circular for boys and rectangular for girls up to age 15, and oval for age 15 and older; a different color was used for each age group and the tags in each group were consecutively numbered.

6. New members were accepted upon request and their papers properly filed.

7. At the end of the first 30-day period, all approved memberships were surveyed to ascertain how closely the general policy rulings were being followed, and adjustments in acceptances were made as the situation dictated. This has been continued throughout the tenure of the Director.

8. A games and equipment storage space and control cage was built for better control of membership as well as for better organization, and the preservation of equipment.

Registration

For one week, unrestricted membership applications were accepted; after that acceptance of the application has been at the discretion of the Director. Memberships were sold at the rate of twenty-five cents per year for those under fifteen years of age, and fifty cents per year for those fifteen years of age and older. It was felt that by this registration there could be some control established of those using the facilities and equipment: as a disciplinary measure as needed, and, by working directly through known people who had evidenced enough appreciation and interest to contribute to the support of the Center regardless of how small the amount, as an aid to working out an interesting and acceptable program, and to give the member a feeling of "belonging." The application listed a considerable number of possible activities that might be elected by free choice. Surveys of these choices have been made from time to time and program adjusted accordingly. These applications[1]

[1] Samples of forms used are included in the Appendix.

have also been revised to meet needs.

A figure of 10 per cent has been set arbitrarily as a maximum negro membership allowance of the total membership; this figure was set by the Philadelphia Headquarters as approximating the actual population percentage of the area. By keeping within these limits, color friction has been avoided, although there have been occasions when individuals desiring to join have found the rule distressing. The experience has been that negro membership participation is nearly twice that of the white membership participation.

No sex discrimination has been made, either in white or negro membership. Again experience seems to show approximately one-third of the membership to be girls, with two-thirds boys, in all age groups.

Class Assignment

Arbitrarily, again, age class distinctions have been set, attempting to keep general age interest groups together. It was felt that children below school age should not be accepted as members, that the membership's lowest age limit should be six years of age, since children below this age require more personal supervision, their attention span is short, and their ability in taking care of themselves is generally less; the Center was not equipped to be a baby sitting organization. The first group, therefore, were those 6-7-8 years of age, the second group 9-10-11. These were to meet at 3:45 P.M., or di-

rectly after school, for one hour each of craft work and active gym games, alternating in use of facilities. In practice, due to personal interest, group numbers, staff problems, and other factors, it has been found inadvisable to schedule these groups, but to limit them in time and age only to the best interests of all, allowing interchange of age groups and continuation of program if desired.

Age 12-13-14 was the third grouping and has been found to be the largest in point of numbers, and 15-years-and-over is the fourth, which in practice does not generally go beyond nineteen years of age, although there is no restriction or limit, and adults are invited and encouraged to attend the Plastics class. These people come in in the evening from 6:45-8:45PM. They are mainly in the Junior and Senior High School age groupings, and it was thought inadvisable to keep the Center open when it might conflict with homework or home duties. Similarly, it was felt inadvisable to allow those under twelve admittance in the evening except for special occasions since generally their interests were different; they did not mix well with the older people; the facilities were limited in size, and there was question as to the advisability of their being away from home after dark or the evening hours. It is felt that this policy has worked to the general advantage of all.

Reasons for the Sixteen-Hour Week

Justification from a purely recreational standpoint

would be very difficult. It would seem that the hours after school on Friday, Friday evening, Saturday morning, afternoon and evening and Sunday might be made available as they are in public recreation centers. However, it must be borne in mind that the project under discussion is not a public recreation project, but is sponsored and controlled by a private organization with special interests. The following points must be considered:

1. The present budget allowance does not permit payment of staff beyond a sixteen-hour work week.

2. The staff, mostly college students, have not been interested in working on the weekend; they want to go home, and/or attend to private affairs.

3. The Salvation Army holds its principal weekly meetings on Friday, Saturday, and Sunday evenings, as well as its Sunday School and church service Sunday morning. Since its meeting hall or church is located on the first floor of the building, directly above the Youth Center, a recreation program could not be encouraged because of noise conflict.

4. Experience tends to show that Friday night is the night when most Junior and Senior High Schools schedule their school functions; these are the age groups that are most numerour and active in the Center and competition has seemed inadvisable.

5. Experience in other Centers has tended to show it was not worthwhile to open Saturday mornings because many of the children whose time was free did not get up until late and

Saturday afternoon and evening were to a great extent given over to the movies.

6. Sunday sports and activities are not tolerated by the Salvation Army.

Contrary to the practice of other Centers, the Director has kept the Norristown Youth Center open, in the morning as well, during the Christmas school recess.

Bible story classes were attempted on Friday afternoons with Major Keiffer (Retired) of the Salvation Army as teacher. This class had the full support of the Salvation Army, together with considerable publicity. It was not successful and, after a trial period, was dropped for lack of attendance.

During the coming fall and winter season, it is the plan of the Director, working alone, to use the Center's new projector, giving an hour and a half sound movie program, with a 20-30 minute talk, while the reels are being changed, by some speaker picked by the Salvation Army. This will be scheduled on Friday afternoon.

In the final analysis, the program with its time schedule is the result of what can be done under existing conditions and in spite of limitations. It is the belief of the writer that a limited program of definite value is to be preferred to a more extensive one inadequately or ineffectually handled.

Publicity and Public Relations

This is a very necessary part of the program. It is

extremely important that no unfavorable comment can be justly leveled at the operation of the Center or in the handling of the membership. It is just as important that all favorable possibilities, craft achievement, athletic ability or other interesting action within the Center be brought to the attention of the community through the favorable media of newspapers, radio, and so forth, in word stories and in pictures. It is also important to the Director personally that he ally himself with worthwhile civic activities that will broaden his own perspective, as well as increase his contacts with other civic leaders. Membership in fraternal organizations, activities with Boy and Girl Scouts, YMCA, YWCA, and racial organizations as well as the elected Borough officials is also important. Much is accomplished in personal friendly semi-social relationships that the purely official approach can never attempt.

CHAPTER II

EVALUATION

Meeting Needs Shown in General Analysis

The Youth Center is now organized and a consecutive program developed.

The staff members either have had training in the handling of children and their specialties or now receive in-service training.

Means of identifying members have been established.

Records are kept.

Equipment is excellent, in condition, quality and quantity.

Racial feeling between colored and white children has been held to the minimum by the restriction of negro membership to 10 per cent of the total membership.

Meeting Objectives of the Sponsoring Organization

A review of the Objectives of the Salvation Army Youth Community Program and how the Norristown Youth Center measures up follows:

1. Recreation objective
   a. To provide opportunities for learning basic skills in games and sports, arts and crafts.
   b. To present a program of worthwhile activities with necessary carry-over interests for all ages.
   c. To provide adequate opportunities for creative self-expression.

Within the limits of the budget and failities, it is felt that these objectives have been fully met.

2. Social objective
   a. To present a challenge to a higher level of living through activities such as Home Economics, Nutrition, Sewing, Cooking, and Home Nursing Classes.

There has been a great deal of sewing in the Craft classes, and there has been some cooking. Facilities and staff limit other activities here.

   b. To lead the individual to be community conscious, to realize his social responsibilities and to be sincerely co-operative in group, club or community enterprises.

The members are pretty young for community enterprises but they certainly work well as a group or club.

   c. To organize activities that will interest parents and adults of the community.

The plastic classes have been interesting to and attended by parents and other adults while the community has found the Day Camp interesting and attractive.

   d. To provide follow-up on disciplinary and referral cases by Home Visitation.

The Center has not been troubled by many discipline cases connected with it; these have been personally followed up. Referral cases have been followed up by Major Keiffer (ret.) of the Salvation Army, the liaison officer between the local Salvation Army office and the Director.

3. Educational objective
   a. To present a program of activities designed to aid in the selection of a vocation.

The woodshop, the craft work, and the plastic classes

have been very popular. The writer feels that beyond the presentation of the elements the Center is not prepared to go.

b. To provide opportunities for acquisition of knowledge and skills through a well-balanced program of worthwhile activities.

The writer feels that this has been done to the best of the ability of all concerned.

4. Spiritual objective

a. To emphasize through all the activities the primary purpose of leading the individual into a deeper spiritual life.

Bible classes have been held though compulsory attendance has never been the rule.

b. To provide ample opportunities for instruction, guidance and study in order that those who have made a definite decision may be encouraged to grow in Grace.

Encouragement has been given to the unchurched and others to attend the Salvation Army meetings.

c. To provide a channel through which the unchurched individual or family may be influenced to participate in the spiritual activities of the Corps.

The records, particularly of the unchurched, have been open to the Salvation Army and Major Keiffer has followed through in every case.

Evaluation of the Curriculum

Related to the Past

It is related to the past in that it is believed that the children learn by doing. If they are going to build a bird house, they use hammer, saw, nails and rough lumber; if they are

going to sew, they use cloth, needles, thread, scissors, pins, pattern and make an apron.

The things they do are practical. When their project is completed it has intrinsic and material value aside from its having developed skills. Also it is imitative of some parts of adult life.

In camp, the members will learn to build an open fire and cook outdoors; they will learn to row a boat, put up a shelter and sleep on the ground over night. Perhaps some small measure of self-reliance will be inculcated.

Modern Theories Also

As for the more modern theories of education, the program is flexible, allowing for adaptions and changes as conditions require.

A member is accepted as an individual; he starts in in the program at his own level of achievement, allowing progress to follow skill or ability growth.

Allowance is made for the development of iniative.

There is no set program of initial "practice" projects before work can be started on the interest specialty; however, elementary skills must be shown before any elaborate or extensive project is started indeference to waste of material.

Projects are set up in advance by conferences between instructor and member, and then they must be completed, but no time limit is set.

Subject matter is related directly to the member by his own choice.

One project may include many different types of craftwork requiring many different skills.

When his project is completed the member has something concrete to show, the quality of his newly learned skill as well as a useful object.

General Evaluation

General evaluation of the situation is a very difficult problem. Some points which might help are:

1. The membership is composed of more than 80 per cent renewals. The individual members must have received something they wanted to come back.

2. Attendance records show a high percentage of day to day attendance. This would not occur if the members did not feel that they were welcome and that there were interesting things to do.

3. Many of the members are "problem children" wholesomely occupied while at the Center. While the rest of the country is moaning about juvenile delinquency, Norristown has published records to show that delinquency is 10.6 per cent below the national average. Perhaps the Youth Center can claim a small share of the responsibility for that figure.

4. The record of championship teams and craftwork awards would seem to indicate the members were getting some-

thing worthwhile in the way of developing skills.

5. The continuation of public support would seem to indicate at least sufferance.

6. It is very difficult to evaluate the shared experiences of, as an example, the boy who said, "All my life I've wanted to paint. I am fourteen years old." He will never be a painter, but he tried it, for a week, and then went on to something else. Was that experience a loss?

7. Records show that the attendance and participation have been much greater; the scope of the curriculum has broadened, and public acceptance has grown.

How else can the program be evaluated?

Conclusion

Recreation in general, and the Norristown Youth Center in particular,

> is attempting to meet the challenge of educating young people to less expensive yet wholesome and satisfying leisure tastes, and to provide at public expense opportunities for indulging in them.[1]

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APPENDIX

Season 1947-48 Week of:	Boys 6-7-8 Midgets	Girls 6-7-8 Middies	Boys 9-10-11 Juniors	Girls 9-10-11 Jr. Miss	Boys 12-13-14 Intermediates	Girls 12-13-14 Teen Agers	Boys 15- Seniors	Girls 15- Debs	Total Boys	Total Girls	Total Membership	Attendance	Participation	
Sept. 8-14	14	5	14	8	24	11	11	5	63	29	92	157	249	1
15-21	15	4	18	8	34	17	15	8	82	37	119	198	434	2
22-28	15	5	21	10	43	22	18	9	97	46	143	204	401	3
29-Oct. 5	16	5	24	10	52	25	21	11	113	51	164	196	371	4
Oct. 6-12	16	5	26	10	54	27	30	12	126	54	180	219	394	5
13-19	17	5	26	11	58	32	31	13	132	61	193	242	424	6
20-26	17	5	26	13	61	34	32	14	136	66	202	226	405	7
27-Nov. 2	18	6	26	13	66	35	41	14	151	68	219	178	322	8
Nov. 3-9	18	8	26	13	67	37	47	14	158	72	230	248	482	9
10-16	18	9	26	13	68	37	50	14	162	73	235	160	294	10
17-23	19	9	28	13	70	38	51	14	168	74	242	223	479	11
24-30	19	11	29	14	71	42	51	14	170	81	251	168	359	12
Dec. 1-7	19	11	29	15	76	52	53	14	176	92	268	275	552	13
8-14	19	11	32	15	79	53	54	16	183	95	278	257	465	14
15-21	20	11	34	16	79	54	55	18	187	99	286	284	495	15
22-28	20	11	34	16	79	54	55	18	187	99	286	117	193	16
29-Jan. 4	21	11	34	16	79	54	55	18	188	99	287	94	129	17
Jan. 5-11	21	11	34	16	79	54	55	18	188	99	287	217	415	18
12-18	21	13	38	17	85	54	55	18	198	102	300	245	489	19
19-25	22	13	40	18	85	53	56	19	202	103	305	298	478	20
26-Feb. 1	23	13	41	20	86	55	56	19	205	107	312	294	406	21
Feb. 2-8	24	13	43	21	90	61	56	18	212	113	325	298	523	22
9-15	24	13	47	22	90	61	55	18	215	114	329	235	366	23
16-22	26	14	48	22	92	71	56	19	221	126	347	372	675	24
23-29	26	14	54	26	92	71	57	19	228	128	356	380	680	25
Mar. 1-7	27	14	65	32	92	71	57	19	240	134	374	371	669	26
8-14	27	15	65	32	92	71	57	19	240	135	375	371	879	27
15-21	27	15	65	32	92	71	57	19	240	135	375	294	572	28
22-28	27	15	65	32	92	71	57	19	240	135	375	240	428	29
29-Apr. 4	27	16	66	32	94	74	57	19	243	138	381	273	630	30
Apr. 5-11	27	16	69	32	98	75	57	23	250	143	393	278	622	31
12-18	30	16	69	34	98	77	58	24	254	148	402	273	650	32
19-25	30	16	72	34	99	77	58	24	258	148	406	249	552	33
26-May 2	30	16	71	34	99	78	58	24	257	149	406	187	429	34
May 3-9	30	18	71	36	99	80	58	24	257	155	412	260	517	35
10-16	29	19	68	38	100	81	58	25	254	158	412	245	581	36
17-23	30	19	73	38	100	81	58	25	260	158	418	215	520	37
24-30	31	20	74	39	100	81	58	25	262	160	422	275	484	38
31-June 6	30	20	74	39	101	81	58	25	262	160	422	209	347	39
June 7-13	30	20	74	39	102	82	58	26	264	162	426	216	353	40
14-20	33	21	74	39	102	82	58	26	267	163	430	240	390	41
21-27	33	21	74	39	102	82	57	26	266	163	429	156	274	42
28-July 4	33	21	74	39	102	82	57	26	266	163	429	153	226	43
Outdoor Day Camp Program starts July 5.														
July 5-11	36	21	82	40	104	84	59	26	281	166	447	379	880	44
12-18	40	24	84	45	108	88	59	26	291	178	469	405	809	45
19-25	40	24	87	46	109	88	59	26	295	179	474	401	732	46
26-Aug. 1	40	24	87	46	109	88	59	26	295	179	474	311	691	47
Aug. 2-8	42	25	87	46	109	88	59	26	297	180	477	216	499	48
9-15	42	25	87	46	109	88	59	26	297	180	477	301	712	49
End of Program for Year.											Totals	12,294	23,926	

Vacation Aug. 15 - Sept. 7

Season 1948-49 Week of:	Boys 6-7-8 Midgets	Girls 6-7-8 Middies	Boys 9-10-11 Juniors	Girls 9-10-11 Jr. Miss	Boys 12-13-14 Intermediates	Girls 12-13-14 Teen Agers	Boys 15- Seniors	Girls 15- Debs	Total Boys	Total Girls	Total Membership	Attendance	Participation	
Sept. 13-18	5	3	10	5	13	8	6	3	34	19	53	216	510	1
20-25	5	5	9*	7	15	8	7	4	36	24	60	132	342	2
27-Oct. 2	5	5	9	7	16	8	7	4	27	24	61	139	345	3
Oct. 4-9	7	9	10	9	20	8	8	4	45	30	75	162	353	4
11-16	9	9	11	10	27	9	10	4	57	32	89	155	356	5
18-23	11	9	15	11	27	10	10	4	63	34	97	205	455	6
25-30	12	9	19	11	33	11	12	4	76	35	111	230	464	7
Nov. 1-6	12	9	19	11	37	12	16	5	84	37	121	164	449	8
8-13	12	9	21	11	40	14	17	7	90	41	131	241	568	9
15-20	12	9	23	11	41	15	18	8	94	43	137	246	650	10
22-27	12	9	23	11	42	15	19	8	96	43	139	149	453	11
29-Dec. 4	13	9	24	11	43	17	21	8	101	45	146	266	679	12
Dec. 6-11	13	9	29	12	43	18	21	8	105	47	152	248	683	13
13-18	13	9	29	13	43	18	21	8	106	48	154	214	639	14
20-25	13	9	29	13	43	19	21	8	106	49	155	131	363	15
27-Jan. 1	13	9	29	13	43	19	21	8	106	49	155	208	489	16
Jan. 3-8	13	9	29	14	50	19	21	8	113	50	163	254	694	17
10-15	13	9	29	14	51	19	23	10	116	51	167	282	763	18
17-22	14	10	30	15	53	20	24	11	121	55	177	333	747	19
24-29	16	10	34	15	53	21	26	11	129	56	185	278	711	20
31-Feb. 5	17	10	31	15	53	21	27	11	128	56	184	247	715	21
Feb. 7-13	20	10	31	15	54	22	27	12	132	58	190	214	604	22
14-20	20	10	33	15	54	28	30	13	137	65	202	293	786	23
21-27	20	11	33	16	57	36	31	16	141	78	219	319	977	24
28-Mar. 6	22	11	33	16	57	36	32	16	144	78	223	299	955	25
Mar. 7-13	23	11	36	16	59	36	32	16	150	78	228	317	921	26
14-20	23	11	37	17	64	36	32	17	156	80	236	387	1085	27
21-27	24	12	37	17	67	39	34	18	162	85	248	352	770	28
28-Apr. 3	24	12	37	17	67	40	34	18	162	86	248	303	827	29
Apr. 4-10	24	12	38	18	67	40	35	18	164	87	251	330	580	30
11-17	24	13	38	20	67	40	35	18	164	90	254	248	408	31
18-24	24	15	38	20	69	41	36	19	167	94	261	252	507	32
25-May 1	25	15	38	20	71	41	36	19	170	94	264	252	374	33
May 2-8	25	15	39	20	73	42	36	19	173	95	268	213	304	34
9-15	25	15	39	20	75	43	36	19	175	96	271	243	319	35
16-22	25	15	40	20	76	43	36	19	177	96	273	197	263	36
23-29	25	15	40	20	76	44	36	19	177	97	274	202	249	37
30-June 5	25	15	38	20	77	44	38	19	178	97	276	135	200	38
June 6-12	25	15	38	20	77	44	38	19	178	97	276	143	276	39
13-19	26	15	38	20	81	44	38	19	183	97	280	165	232	40
20-26	26	15	41	20	81	44	38	19	186	97	283	114	209	41
27-July 3	26	15	41	20	81	44	38	19	186	97	283	94	191	42
Outdoor Day Camp Program starts July 5.														
July 4-10	31	22	48	25	86	45	38	19	204	110	314	457	911	43
11-17	39	23	56	27	87	45	38	19	220	114	334	384	815	44
18-24	41	24	57	28	89	45	38	19	225	115	340	460	970	45
25-31	43	25	57	28	89	46	38	19	227	117	344	472	1076	46
											Totals to date		11,345	26,237
Aug. 1-7														
8-14														

End of Program for Year. Vacation Aug. 14 - Sept. 6

*Drop backwards in Membership might mean either Moved Away or Transferred to an older class grouping.

THE SALVATION ARMY

COMMUNITY CENTER

MEMBERSHIP APPLICATION BLANK

Name_____Age _____

Address_____Date of Birth_____

School_____Grade_____

Employed?_____Where_____

Father's Name_____Living____Birthplace_____Employed____

Mother's Name_ _____Living____Birthplace_____Employed____

Lives with_____No. Brothers_____No. Sisters_____No. in Family_____

Race_____Church_____Active___ _____

****

In applying for membership in the Youth program, I agree to abide by the rules and regulations governing that organization.

APPLICANT SIGNATURE_____

PARENT'S SIGNATURE _____

I am interested in participating in the following activities:

1. Art & Sketching _____
2. Basketball _____
3. Basketry _____
4. Bible Study _____
5. Boxing _____
6. Ceramics _____
7. Clay Modeling _____
8. Dramatics _____
9. Gym and Games _____
10. Leathercraft _____
11. Metal Tapping _____
12. Music _____
13. Photography _____
14. Sewing _____
15. Table Tennis _____
16. Tumbling _____
17. Weaving _____
18. Woodwork _____

_____ _____

_____ _____

_____ _____

_____ _____

NUMBER | NAME

MEMBERSHIP RECORD

The Salvation Army Recreation Program

NAME: AGE: DATE JOINED:

ADRRESS: DATE OF BIRTH NEW / RENEW

SCHOOL: GRADE:

EMPLOYED: WHERE:

FATHER'S NAME: LIVING: BIRTHPLACE EMPLOYED:

MOTHER'S NAME: LIVING: BIRTHPLACE: EMPLOYED

LIVES WITH: NO. BROTHERS: NO. SISTERS. TOTAL IN FAMILY:

RELIGION: PROTESTANT / CATHOLIC / JEWISH CHURCH:

ATTENDED SUMMER CAMP: WHERE: YEAR:

HONORS.

ACTIVITIES PARTICIPATED IN

ATHLETICS	GROUP CLUBS	EDUCATIONAL	SPECIAL EVENTS

ATTENDANCE RECORD

The Salvation Army Recreation Program

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
SEP																															
OCT																															
NOV																															
DEC																															
JAN																															
FEB																															
MAR																															
APR																															
MAY																															
JUN																															
JUL																															
AUG																															

KEY				SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	TOTAL

NUMBER

NAME

AGE

YEAR

A	B	C	D	E	F	G	H

DAILY ATTENDANCE SHEET

CENTER _____ DATE _____

BUDGET TOTAL	JUNIOR TOTAL	INTER. TOTAL	SENIOR TOTAL	PRE-SCHOOL
1 51 101 151	1 51 101 151	1 51 101 151	1 51 101 151	1 51
2 52 102 152	2 52 102 152	2 52 102 152	2 52 102 152	2 52
3 53 103 153	3 53 103 153	3 53 103 153	3 53 103 153	3 53
4 54 104 154	4 54 104 154	4 54 104 154	4 54 104 154	4 54
5 55 105 155	5 55 105 155	5 55 105 155	5 55 105 155	5 55
6 56 106 156	6 56 106 156	6 56 106 156	6 56 106 156	6 56
7 57 107 157	7 57 107 157	7 57 107 157	7 57 107 157	7 57
8 58 108 158	8 58 108 158	8 58 108 158	8 58 108 158	8 58
9 59 109 159	9 59 109 159	9 59 109 159	9 59 109 159	9 59
10 60 110 160	10 60 110 160	10 60 110 160	10 60 110 160	10 60
11 61 111 161	11 61 111 161	11 61 111 161	11 61 111 161	11 61
12 62 112 162	12 62 112 162	12 62 112 162	12 62 112 162	12 62
13 63 113 163	13 63 113 163	13 63 113 163	13 63 113 163	13 63
14 64 114 164	14 64 114 164	14 64 114 164	14 64 114 164	14 64
15 65 115 165	15 65 115 165	15 65 115 165	15 65 115 165	15 65
16 66 116 166	16 66 116 166	16 66 116 166	16 66 116 166	16 66
17 67 117 167	17 67 117 167	17 67 117 167	17 67 117 167	17 67
18 68 118 168	18 68 118 168	18 68 118 168	18 68 118 168	18 68
19 69 119 169	19 69 119 169	19 69 119 169	19 69 119 169	19 69
20 70 120 170	20 70 120 170	20 70 120 170	20 70 120 170	20 70
21 71 121 171	21 71 121 171	21 71 121 171	21 71 121 171	21 71
22 72 122 172	22 72 122 172	22 72 122 172	22 72 122 172	22 72
23 73 123 173	23 73 123 173	23 73 123 173	23 73 123 173	23 73
24 74 124 174	24 74 124 174	24 74 124 174	24 74 124 174	24 74
25 75 125 175	25 75 125 175	25 75 125 175	25 75 125 175	25 75
26 76 126 176	26 76 126 176	26 76 126 176	26 76 126 176	26 76
27 77 127 177	27 77 127 177	27 77 127 177	27 77 127 177	27 77
28 78 128 178	28 78 128 178	28 78 128 178	28 78 128 178	28 78
29 79 129 179	29 79 129 179	29 79 129 179	29 79 129 179	29 79
30 80 130 180	30 80 130 180	30 80 130 180	30 80 130 180	30 80
31 81 131 181	31 81 131 181	31 81 131 181	31 81 131 181	31 81
32 82 132 182	32 82 132 182	32 82 132 182	32 82 132 182	32 82
33 83 133 183	33 83 133 183	33 83 133 183	33 83 133 183	33 83
34 84 134 184	34 84 134 184	34 84 134 184	34 84 134 184	34 84
35 85 135 185	35 85 135 185	35 85 135 185	35 85 135 185	35 85
36 86 136 186	36 86 136 186	36 86 136 186	36 86 136 186	36 86
37 87 137 187	37 87 137 187	37 87 137 187	37 87 137 187	37 87
38 88 138 188	38 88 138 188	38 88 138 188	38 88 138 188	38 88
39 89 139 189	39 89 139 189	39 89 139 189	39 89 139 189	39 89
90 140 190	40 90 140 190	40 90 140 190	40 90 140 190	40 90
91 141 191	41 91 141 191	41 91 141 191	41 91 141 191	41 91
92 142 192	42 92 142 192	42 92 142 192	42 92 142 192	42 92
93 143 193	43 93 143 193	43 93 143 193	43 93 143 193	43 93
94 144 194	44 94 144 194	44 94 144 194	44 94 144 194	44 94
95 145 195	45 95 145 195	45 95 145 195	45 95 145 195	45 95
96 146 196	46 96 146 196	46 96 146 196	46 96 146 196	46 96
97 147 197	47 97 147 197	47 97 147 197	47 97 147 197	47 97
98 148 198	48 98 148 198	48 98 148 198	48 98 148 198	48 98
99 149 199	49 99 149 199	49 99 149 199	49 99 149 199	49 99
100 150 200	50 100 150 200	50 100 150 200	50 100 150 200	50 100

DAILY ATTENDANCE SHEET

CENTER _____ DATE _____

MIDDIE TOTAL				JR. MISS TOTAL				TEEN AGER TOTAL				DEB. TOTAL				ADULT TOTAL	
1	51	101	151	1	51	101	151	1	51	101	151	1	51	101	151	1	51
2	52	102	152	2	52	102	152	2	52	102	152	2	52	102	152	2	52
3	53	103	153	3	53	103	15	3	53	103	153	3	53	103	153	3	53
4	54	104	154	4	54	104	154	4	54	104	154	4	54	104	154	4	54
5	55	105	155	5	55	105	155	5	55	105	155	5	55	105	155	5	55
6	56	106	156	6	56	106	156	6	56	106	156	6	56	106	156	6	56
7	57	107	157	7	57	7	157	7	57	107	157	7	57	107	157	7	57
8	58	108	158	8	58	10	158	8	58	108	158	8	58	108	158	8	58
9	59	109	159	9	59	109	159	9	59	109	159	9	59	109	159	9	59
10	60	110	160	10	60	110	160	10	60	110	160	10	60	110	160	10	60
11	61	11	161	1	61	1 1	161	11	61	111	161	11	61	111	161	11	61
12	62	1 2	162	12	62	12	162	12	62	112	162	12	62	112	162	12	62
13	63	1 3	163	1	63	13	1 3	13	63	113	163	13	63	113	163	13	63
14	64	1 4	164	14	64	14	164	14	64	114	164	14	64	114	164	14	64
15	65	115	165	1	65	15	165	15	65	115	165	15	65	115	165	15	65
16	66	116	166	1	66	6	66	16	66	116	166	16	66	116	166	16	66
17	67	117	167	1	67	1	167	17	67	117	167	17	67	117	167	17	67
18	68	1 8	168	1	68	118	168	18	68	118	168	18	68	118	168	18	68
19	69	119	69	1	69	19	169	19	69	119	169	19	69	119	169	19	69
20	70	120	170	20	70	120	170	20	70	120	170	20	70	120	170	20	70
21	71	121	1 1	2	71	121	171	21	71	121	171	21	71	121	171	21	71
22	72	122	172	22	72	1 2	172	22	72	122	172	22	72	122	172	22	72
23	73	123	173	2	73	12	173	23	73	123	173	23	73	123	173	23	73
24	74	124	174	24	74	124	174	24	74	124	174	24	74	124	174	24	74
25	75	125	175	25	75	125	175	25	75	125	175	25	75	125	175	25	75
26	76	126	176	26	76	126	176	26	76	126	176	26	76	126	176	26	76
27	77	127	17	27	77	12	77	27	77	127	177	27	77	127	177	27	77
28	78	128	178	28	78	128	178	28	78	128	178	28	78	128	178	28	78
29	79	129	179	29	79	129	179	29	79	129	179	29	79	129	179	29	79
30	80	130	180	30	80	130	180	30	80	13	180	30	80	130	180	30	80
31	81	131	181	31	81	131	181	31	81	13	181	31	81	131	181	31	81
32	82	132	182	32	82	132	182	32	82	13	182	32	82	132	182	32	82
33	83	133	183	33	83	133	183	33	83	133	183	33	83	133	183	33	83
34	84	134	184	34	84	134	184	34	84	134	184	34	84	134	184	34	84
35	85	135	185	35	85	135	185	35	85	13	185	35	85	135	185	35	85
36	86	136	186	36	86	136	186	36	86	136	186	36	86	136	186	36	86
37	87	137	187	37	87	137	187	37	87	137	187	37	87	137	187	37	87
38	88	138	188	38	88	138	188	38	88	138	188	38	88	138	188	38	88
39	89	139	189	39	89	139	189	39	89	139	189	39	89	139	189	39	89
40	90	140	190	40	90	140	190	40	90	140	190	40	90	140	190	40	90
41	91	141	191	41	91	141	191	41	91	14	191	41	91	141	191	41	1
42	92	142	192	42	92	142	192	42	92	142	192	42	92	142	192	42	92
43	93	143	193	43	93	143	193	43	93	143	193	43	93	143	193	43	93
44	94	144	194	44	94	144	194	44	94	144	194	44	94	144	194	44	94
45	95	145	195	45	95	145	195	45	95	145	195	45	95	145	195	45	95
46	96	146	196	46	96	146	196	46	96	146	196	46	96	146	196	46	96
47	97	147	197	47	97	147	197	47	97	147	197	47	97	147	197	47	97
48	98	148	198	48	98	148	198	48	98	148	198	48	98	148	198	48	98
49	99	149	199	49	99	149	199	49	99	149	199	49	99	149	199	49	99
50	100	150	200	50	100	150	200	50	100	150	200	50	100	150	200	50	100

ACTIVITIES AND ATTENDANCE SHEET

_____ 1947

Activity_____

Location_____

Time_____

Instructor_____

NAME	NAME

SPECIAL EVENTS

REMARKS, SUGGESTIONS, REQUISITIONS

THE SALVATION ARMY

RECREATION DEPT. - WEEKLY REPORT

Center _____ Date _____

Members of Center _____

	Activities	Number Participating
Pre-School	Attendence	
Middies		
Midgets		
Jr. Miss		
Juniors		
Teen-Agers		
Intermediates		
Debs		
Seniors		
Adults		
Total		
New Members	Total	

Special Events	Number Participating

Number of Volunteers Working _____ Total No. of Hours _____

Part-time Staff _____ Total No. of Hours _____

COMMENTS _____

THE SALVATION ARMY
COMMUNITY-CENTER REPORT

Center _____ Week Ending (Sunday) _____

Members _____ New Members this week _____

Membership Breakdown:

PRE-SCHOOL _____ MIDGETS _____ MIDDIES _____ JUNIORS _____

JUNIOR MISS _____ INTERMEDIATES _____ TEENAGERS _____

SENIORS _____ DEBS _____ ADULTS _____ NON-MEMBERS _____

ACTIVITIES

Salvation Army Sponsored Grps.	Sessions	Attendance	Salvation Army Sponsored Grps.	Sessions	Attendance
CRAFTS (LIST)			TRIPS & EXCURSIONS		
			DRAMATICS - MUSICALS		
			SPECIAL EVENTS		
			BIBLE STUDY		
			ASSEMBLY		
			ORGANIZED CORPS ACTIVITIES		
GAME ROOM			CUBS		(SIGN)
			SCOUTS		"
PLAYGROUND			SUNBEAMS		"
			GUARDS		"
ATHLETICS			HOME LEAGUE		"
			OTHERS (SPECIFY)		

TOTAL PARTICIPATION _____

Volunteers: Number _____ Hours _____ Part-time Staff: Number _____ Hours _____

How many Center Members attended The Salvation Army Sunday School the first time this week? _____

Home Visits _____ Decisions for Christ _____ Nature of Assembly _____

Did it include Gospel Message? _____ (Please make comments on reverse side)

DIRECTOR _____

The figures on this report must be in agreement with the official statistical report to Divisional Headquarters, although this report has a different purpose and arrangement.

_____ SCHEDULE

_____

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY

Date Due

MAR 3 1950
APR 25 1950
MAY 1 1950
JUN 20 1950
APR 11 1957
JUN 25 1956
APR 11 1957

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Service paper
Belcher, D.E.
1949

~~Belcher, Donald E.~~
Methods in the org.
& dev. of a youth
center.

Ed.

Service
Paper
Belcher, D.E
1949

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